

todos os projectos forem reunidos numa visão recíproca e generalizada dentro da empresa, será concretizada uma força magnífica e invencível.

Aqui, gostaria de partilhar convosco uma das minhas experiências pessoais. Há um ano atrás, fiz uma viagem ao Japão com a minha mulher e entrei em contacto telefónico com uns amigos. Tínhamos ouvido dizer que ele trabalhava na equipa da Disneylândia do Japão e, querendo visitar a Disneylândia, ele serviu-nos de guia, mostrando-nos aquele belo sítio, depois de sair do serviço. Aconteceu que durante a visita conhecemos uma idosa senhora que se tinha perdido e ficara perturbada. Perguntou-nos como é que se ia para o "Future World". O meu amigo respondeu logo com enorme prontidão, dizendo: "Eu indico-lhe o caminho". Quando dali a pouco voltou, eu estava admirado ao ver assim o meu amigo que era do género rebelde e se tinha tornado numa pessoa muito diferente. "Não estás já fora das horas de serviço?", perguntei. "Estou. Mas estamos aqui para fazer as pessoas felizes", respondeu. "Este é o nosso objectivo, como diria Walt Disney". "Mas Walt Disney não morreu já há muito tempo?", acrescentei. Com uma expressão radiante ele respondeu-me: "Ele aqui nunca morreu!".

## 2. Treinador

Do ponto de vista do "micro", os dirigentes deverão trabalhar com diligência cada instante, cada minuto e cada dia. O famoso académico Dr. Ken Blanchard e Don Shula, treinador dos heróis de futebol americano dos EUA, Miami Dolphins, são co-autores do livro "Everybody's a Coach", que se posiciona no oitavo lugar da lista dos livros mais vendidos da "USA Commercial Weekly". Este livro abre com a frase: "Seja numa empresa ou na prática de um desporto, o princípio é sempre o mesmo. A vitória ou o fracasso não se deve ao que tu criaste ou à tua nova política. A informação que os teus opositores detêm é quase a mesma que a tua. O que te faz vencer é o estímulo que faz com que as pessoas redobrem os seus esforços e os conduz como uma equipa, ajudando todos a empenharem-se em unísono. Por outras palavras, é o mesmo que treiná-los enquanto os formamos."

Quando o Dr. Blanchard explicou como é que ele motivava a "reunião a sós de treinador-jogador" na sua companhia, nos últimos dois anos, ele referiu que começou com grande insistência por espalhar pela, firma a visão mútua. A seguir ele treinou cada um dos empregados com programas de direcção e chefia e pediu que cada um dos chefes de departamento fizesse uma entrevista a sós, privada e sem interferências, com cada um dos seus subordinados, pelo menos uma vez por semana. Passados dois anos, os resultados mostravam claramente que o diálogo entre os dirigentes e os seus subordinados tinha, sem dúvida, melhorado e que todos sentiam uma grande satisfação relativamente ao trabalho, o que conduzia a uma avaliação mais positiva dos seus chefes. Todavia, é interessante observar que o grau de auto-avaliação tinha baixado o que levou os funcionários a fazerem auto-reflexão e a, simultaneamente, desempenharem os papéis dos seus próprios dirigentes.

Tendências da Formação retiradas da "Convenção da Sociedade Americana para Formação e Desenvolvimento"

Há já muitos anos que participo na "Convenção da Sociedade Americana para Formação e Desenvolvimento (ASTD)", um acontecimento anual e internacional, mundialmente reconhecido, no âmbito do enriquecimento de talentos, tendo sucessivamente alargado os meus horizontes. Este ano teve lugar em New Orleans, Louisiana, EUA, entre 30 de Maio e 6 de Junho. Como é costume acontecer, estiveram presentes quase oito mil profissionais de gestão de recursos humanos, formadores, funcionários de empresas comerciais de setenta e seis países. Juntaram-se todos nestes dias para partilharem experiências e as tendências mais recentes de desenvolvimento. O ponto alto da cerimónia de inauguração foi o discurso proferido pelo orador principal, Professor Jim Collins, da Faculdade de Gestão Comercial da Universidade de Stamford. Ele foi também um dos autores do best seller "Construir para durar"

("Build to Last"). O tema que ele abordou foi "Bom a Excelente: Porque é que algumas companhias dão o salto...e outras não". Jim que é jovem e enérgico, revelou os resultados do seu trabalho de muitos anos. Começou com a frase "Bom é inimigo do Excelente" e trouxe a pouco e pouco a lume o ponto fulcral. Muitas empresas comerciais mergulham numa situação que só chega a "nada má" e acabam por estagnar e por ser incapazes de lutar pela ambição de serem mais importantes.

Os dez temas da convenção foram:

1. Carreira
2. Aprendizagem
3. Desempenho
4. Chefia/Desenvolvimento da gestão
5. Avaliação
6. Fundamentos da formação
7. Questões ligadas ao local de trabalho
8. Gestão da função da aprendizagem
9. As mudanças de chefias hoje
10. Eficácia pessoal e profissional

Pelos diferentes conjuntos de temas podemos observar as questões actuais e as futuras tendências do progresso, pelo desenvolvimento dos recursos humanos e na esfera da educação pela formação. Face a um amanhã imprevisível e sempre em mudança, como é que nos poderemos adaptar e orientar em direcção da corrente e ao mesmo tempo planear uma estratégia auto-regulável que nos permita adquirir a máxima autonomia e ainda, como aproveitar as oportunidades para as realizar, sendo este o maior desafio de todas as empresas de negócios? Aqui o valor dos talentos destaca-se. A colaboração e méritos entre a carreira pessoal e o desenvolvimento comercial trouxe-nos um tema de reflexão para nós aprofundarmos. No centro de uma situação sempre em transformação, avanços significativos das ciências e da tecnologia, competição internacional, reforma das empresas e a mudança do ponto de partida internacional, o modo da concepção de operacionalidade para o século vinte e um será: tempo de trabalho flexível, local, funcionamento e relações. Contudo, a comunicação em si já é algo que se deve pôr em prática. Daí que, para recebermos a nova era, existem sete especialidades nucleares: adaptação flexível, ser insuperável, cooperação em equipa, criatividade, comunicação, aprendizagem contínua e possuir uma ampla perspectiva filosófica do mundo. Como criar forças e desempenhos produtivos no meio de todas estas alterações será um assunto vital para a formação comercial/empresarial.

Hui Lap Meng

Formador do Centro de Educação Permanente

Em, "Aprendizagem ao longo da vida", N°6, Dezembro de 2004



# 04 Viewing the role of the contemporary Educator in Business Training

Editor's Note: To allow the readers to examine from various angles, the role, the function and the significance of the contemporary educators, we have the honour of inviting Mr. Hui Lap Meng, a very experienced management training educator, to write an article on this topic for us. The author starts from the point of business training. By means of theory impartation and combining with examples of practical cases, the importance of training for business development is illustrated. He explores generously with us the prospects in the future and the trend of the progress.

*"I firmly believe my job is to walk around with a can of water in one hand and a can of fertilizer in the other and to make things flourish."*

Jack Welch, former CEO of GE

In this early twenty-first century of today, all business are facing speedy variations never known before. However, changes are sure unavoidable! To actualize a successful transition forging into the brilliant future, Training plays the role of navigator.

The greatest challenge met by the business field today: Change and Performance. When the operating situation is confronting the fastest change ever met and as enterprises are facing the most rapid incitement, all without exception are eager to fight their way out. From the "Reengineering the Corporation" of Michael Hammer to "The Fifth Discipline" of Peter Senge, the business reformation is greatly motivated, affecting seriously every link of the execution of the business, especially the role of training in the relevant field. In business reformation, the basic concept of training has to stride forward also to satisfy the requirements of the time.

## Strategic Role of Training

How to quench the Learning Needs of a High-performance Organization? The traditional training department often goes to the Personnel Department or the Human Resources Department. Each holding its own budget, flow plan, not too directly related to the general target of the business, seldom participates in the stream of execution, product initiation, production, etc. The section joining Training Department to the other units may need to investigate the requirements in order to design training programmes to tackle the need of the relevant units.

In a traditional business, the operation situation keeps being stably unchanged. After taking up the same duty for a long time, an employee might be qualified to satisfy the need of the business. Nevertheless, in this ever-changing commercial situation of today, training means to offer continuous learning to promote the capacity of performance. At present, there are numerous themes to investigate in the Training Programme of the world, e.g. Reinventing the Training Department. The traditional type of training is fading away and the updated one has to be part of the business development strategy to accommodate the requirement of High-performance of the enterprise. The Training Department has to participate in the process of strategic decisions to integrate the needs of all the departments, being the lead and core of the transformation within the enterprise at the same time.

Performance Emphasis — Educating and training the employees to be persons of high-performance





Traditional training stressed the activities of the programme itself, laying weight on the learning needs of the employees and neglected the requirement of the improvement of their performance. The Training Department should do more than programme practice which should be diverted from just spoon-feeding to instigate the employees to take up learning to consolidate their competitive capacity. Furthermore, it is to transform the business of serving the clients to be the role of internal adviser for business of elevated performance.

Traditional enterprises used to assess the outcome of the training courses by the total number of programmes offered in the year, the number of participants being trained and the number of hours occupied. The success or failure of the course will then depend on the opinion of the participants about the lecturer and the programme. Therefore, we often find interesting lessons with jokes usually win a higher score. However, what is acquired and how it can be of use may not be really related to business performance. If the final intention is the promotion of performance, we do wish to design a training process which would eventually produce the required effect. Since learning is a process, its effectiveness should not be evaluated immediately or be assessed by one incident.

As the purpose of training is to produce fine achievement, this programme should not be merely the work of the Training Department. The course should provide the employees the concept of acquiring the best of performance, knowledge and method. When they return to their posts, their direct chief also plays an important part of allowing the participants to manifest what was acquired in their job performance. Therefore, for a well accomplished training course, the direct chief plays a very crucial and important role. Moreover, the response from their colleagues also affects greatly their manifestation. Therefore, training is the obligation of everybody.

Training is also part of a system. We cannot instruct the employees to follow method A but encourage them to take up method B and expect them to produce the effect of method A. Engaging as the adviser of a training course, the question I often meet is: What is the effect of this programme? At this, I have to say that training is part of the system and it should not be counted out of the business strategy.

#### Management Changes – Creating a new phase to welcome changes

Since the purpose of training is to generate impact to promote performance, each programme has to bear the hope of stimulating changes to produce different results. Therefore, it can be said that every training programme is a process of change. The Training Department has to play the role of Change Agent to facilitate the procedure of change to be smooth and effective. Business is changing and the situation is changing also. For these, the role of the Training Department, too, has to change from just arranging courses to be presented at Operation Department Meetings, into observing, communicating and interacting with other colleagues. The Training Department is never more a static agent supplying a number of lessons but active planning and well organized business management.

#### Leadership – Reorganizing the Essence of the Enterprise

In the midst of shrinking and flattening business operation, each department head is leading more and more of the subordinates. On one hand, the distribution of responsibilities of the association is becoming scattered, rendering the traditional management unable to exert its efficiency. Therefore, the formation of leadership is sure increasingly urgent. With the speedy development of information and technology, there are over sufficient resources that the leading posts cannot be shouldered by a few personages but have to be delegated. The Leadership Training Programmes which were meant to set for the high managing circles are now bending down to be compulsory courses for all department heads or even for all the individual employees of the business organization, emphasizing the concept of learning and the importance of self-directed practice.

Besides the art of leading, there are two important factors to be included in the formation of leadership.

##### 1. Vision

All the enterprises and governments of today are working hard towards their vision. For Acer Computers, there is the 21 in 21, the Malaysian Government has set up their 2020. In fact, when the so-called "Foolish Old Man" of China first wanted to remove the mountain which was in front of his house and told his children and grand-children how they should accomplish his ambition, it was exactly a typical example of vision sharing. In the marco point of view, the state of mind does affect the fields of vision, influencing one's behaviour as well as the outcome of the whole event. This goes the same with the internal run of a business. Should everyone hold a distinct picture of the vision, all will

have unceasing motivation to strive for the target. What is more important is that business vision does take shape by itself and is formed by learning and communicating. In the traditional practice, it is believed that vision planning is the job of the high rank staff. However, everybody may draft his/her future. Should all the drafts be integrated into a mutual vision of the enterprise, it will be sure a magnificent and invincible force.

Here I would like to share with you one of my personal experiences. A year ago, I took a trip to Japan with my wife and called at our friend's. We heard that he had joined the Japan Disneyland work team and we would like to tour round Disney Wonderland so he showed us round the joyful site when he got off from duty. It happened that during the visit we met an old lady who got lost and flustered. She asked us how to get to the "Future World". My friend responded with great eagerness saying: I'll show you there. When he returned after a while, I really got shocked to see my friend, who used to be rebellious, had changed to another person. "Were you not off duty already?" I asked. "Right. But we're here to make people happy", he answered. "This is our target, Walt Disney says." "Had not Walt Disney passed away for quite a long while?" I added. With a radiant expression he replied "He never dies here!"

##### 2. Coach

From the micro point of view, leaders have to work solidly every second, every minute and every day. The famous scholar Dr. Ken Blanchard and Don Shula, coach of the U.S.A. soccer heroes, Miami Dolphins, co-authored the book "Everybody's a Coach" which ran the eighth in the U.S.A. Commercial Weekly best-seller list. This book starts saying: "Be it an enterprise or athletic exercises, the principle is all the same. The win or loss comes not by what you have designed or your new policy. The information in your opponents' knowledge is almost the same as yours.

What enables you to win is your stimuli which make people redouble their efforts and lead them as a team, helping all to strive on with one accord. In other words, it is just like coaching in the course of training them."

When Dr. Blanchard talked about how he motivated the "One-on-one Coaching Meeting" in his company in the past last two years, he first tried his best to propagate a mutual vision in the firm. Then he trained each employee with leadership programmes and requested the department heads to perform a one-on-one private and undisturbed interviews with each of their subordinates at least once a week. After two years, the result clearly showed that communication between the heads and their subordination had obviously improved and they all held higher job satisfaction, leading to a more positive evaluation of their chiefs. However, it is interesting that the grade of self-evaluation went down and this enables the employees to practise self-reflection, as well as being able to perceive intuitively the roles that their heads are playing.

##### Trend of Training derived from American Society for Training & Development Convention

For many years, I have been participating in the American Society for Training & Development (ASTD), a yearly and universally renowned international event in the scope of talent nourishment, and it does widen my horizon each time. This year it was held in New Orleans, Louisiana, U.S.A., and lasted from 30<sup>th</sup> May until 6<sup>th</sup> June. Just as it used to be, there were almost eight thousand human



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resources management personnel, training educators, pragmatic employees from business enterprises of seventy-six countries. They all gathered together in those few days to have mutual sharing of experience and the newest trend of development. The most significant item during the inauguration ceremony was a speech by a Keynote Speaker, Professor Jim Collins from Business Management College of Stamford University. He was also one of the authors of the best selling "Build to Last". The theme he introduced was "Good to Great: Why Some Companies Make the Leap .....and Others Don't". Jim, being young and energetic, did reveal the fruit of his research of his many years. He started with the sentence "Good is the Enemy of Great" and gradually brought out the focal point. Many business enterprises just immersed themselves in a "not bad" situation and so became stagnant and unable to strive on to pursue a motivation to be more significant.

The ten themes of the Convention were

1. Career
2. E-Learning
3. Performance Consulting
4. Leadership/Management Development
5. Measure & Evaluation
6. Training Fundamentals
7. Workplace Issues
8. Managing the Learning Function
9. Leading Change Today
10. Personal & Professional Effectiveness

From the various set themes we could see the contemporary issues and the future trend of progress from the development of human resources and the scope of training education. In facing the unpredictable and ever-changing tomorrow, how could we adjust ourselves to orientate towards the stream, as well as to design the self-regulated strategy to enable us to acquire the greatest

autonomy and how to grasp the opportunity of its realization, form the most serious challenge to all business enterprises. This greatly emphasizes the value of talent. The collaboration and merits between personal career and business development did bring out a thought for us to delve into. Amid the ever-varying situation, significant leaps in science and technology, global competition, enterprise reformation and the modification of global standpoint, the mode of operational conception for the twenty-first century will be flexible working time, venue, operations as well as relations. However, communication itself is already an execution to practise. Therefore, to welcome the new era, there are seven core specialties: flexible adaptability, self surpassing, team cooperation, creativity, communication, ever learning and possessing a broad philosophic view of the world. How to create productive forces and performance in the midst of all these alterations will be a vital subject for business training.

By Hui Lap Meng (Instructor of Centre of Permanent Education)

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## 05 多元教学评量，发展学生多元学习能力

教学评量是教学过程中重要的环节，其目的是检视学生的学习情况与成果，用以对学生进行补救教学；另一方面也评量教师教学的成效，课程的适切，用以改进教学工作。多元教学评量是指评量方式的多元化，也是当前教学评量的趋势，这相对于传统方式以考查背诵、记忆知识为评量目标的纸笔测验，教师可以订定更多的评量目标，用更多不同的教学方法、不同的教学评量方式评量学生。

瞬间万变的社会？

「因材施教」是我国伟大教育家孔子的著名教育理论，他早已论述不同能力的学生需要用不同的教学方法来教导。80年代，美国哈佛大学著名心理学家迦纳(H. Gardner)指出人类智慧的结构是多元的，包括有语文、逻辑-数学、肢体-动觉、空间、音乐、人际、内省、自然观察者的八种智能，需要教师运用不同的教学策略发展不同智能的学生。正因如此，学生的学习成就更需要用多元的评量方式予以肯定。然而，一直以来，学校多以纸笔测试的分数来表示学生的学习结果，这种偏重于背诵、记忆知识为传统的评量方式，是无法评出学生真正的学习成就的，某些家长会关注成绩表上用分数表示成绩的高低，但这只能显示他们的子弟在该班中的排名，也未能全面评量学生的学习成就或说明学生真正的能力，家长也无从知道子女的学习真实的情况。事实上，教学评量方式会直接影响学生的学习方式，试想长期接受应付纸笔测试操练，以背诵、记忆知识为学习手段的学生，如何培养出多元的学习能力和发展多元智能？怎样适应资讯发达、



综观世界各国的教育改革中，把培育学生的导向，由知识导向，迈向强调动脑并用，学以致用，学以致用的能力导向，学以致用的发展导向，因而教学评量方式不只限于纸笔测试，而是以多元为重心的评量发展方向。在美国、澳洲、日本等国的学校早已发展多元评量，采用不同的评量方法，例如实作评量是普遍使用的一种方式，其目的使评量知识、理解化为行动的能力；其优点是可以知道学生在某些情境下实际的表现是怎样的，也就是他们在真实情境下应用知识和技能的能力。教师订定不同的评量目标，在设计不同的教学活动时，要求学生完成一个活动，或制作一个作品评量学生的学习表现，诸如口头报告、户外考察、专题研习、角色扮演、资料搜集、实验观察、绘图制表、欣赏评鉴、量表设计和填写、调查研究、艺术设计、唱歌、戏剧表演等，大大地开阔了学生学习的空间，学生藉著学习活动过程中，透过探索思考、观察记录、分组讨论、合作学习、资料搜集与分析、集体创作、尊重他人等的多元学习方式，也不知不觉地发展多元学习的能力及多元的智能，表现出学习成就和真实的学习情况；教师在多样性、多层次、多角度的评量过程中，从旁可以更全面评量学生的表现，也作为教学的回馈和补救教学实施的依据。在学生的成绩表上，不会仅仅是用分数或等级表示学生的学习结果，还载有学生不同学习情况，如美国一所小学的成绩单(见下表)，列出学生的自我发展、各科目评量的项目，让家长真正了解子女各科能力发展的情况。

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